

# COMMUNITY COLLEGE OF DENVER (CCD) CLASSIFIED PERFORMANCE PAY PROGRAM

COMMUNITY COLLEGE OF  
DENVER



Senate Bill 00-211 required the Department of Personnel to develop a performance pay plan for classified State of Colorado employees. An Executive Oversight Committee was appointed by Governor Owens to develop a statewide performance pay system that met the criteria established in SB 00-211. The committee developed guidelines for state agencies and higher education institutions to follow in creating their performance pay programs. The guidelines ensure some statewide consistency in performance management, performance-based pay and dispute resolution. Community College of Denver has developed the Classified Performance Pay Program in order to comply with these guidelines and the corresponding State Personnel Director's Procedures effective July 1, 2001. Classified Staff, Executive Staff assisted the Executive Director of Human Resources in developing CCD'S Classified Performance Pay Program. The program was reviewed and approved by CCD'S President's Executive Staff.

## DEFINITIONS

Base Building Award	Amount of pay that is added to an employee's regular ongoing salary.
Base Salaries	Sum of the classified salaries, excluding vacant positions and departing employees' salary.
Salary Pool Increase	Percentage that the classified base salaries are funded to increase in one year, as determined by CCD.
Job Classification	Terms used to designate a group of positions that perform similar functions.
Funding Pool	Amount of dollars that are allocated by CCD to classified salary increases. This amount is determined by multiplying the sum of base salaries by the salary pool increase percentage.
Non-Base Building Award	Amount of pay that is not added to an employee's regular ongoing salary and must be re-earned.
Pay Range	The spread between minimum and maximum rates for a specific classification.
Minimum	Lowest base pay amount allowed for a classification in the range.
Maximum	Highest base pay amount allowed for a classification in the range.

## PERFORMANCE MANAGEMENT

CCD is committed to the mission of developing and supporting life-long learners. All employees are evaluated on their contributions to the College's strategic goals. Through ongoing performance assessment and improvement, CCD strives to provide the highest quality of educational services. The Classified Performance Pay Program includes annual performance planning, mid-year progress review, multi-source feedback and supervisory evaluation in order to directly link job performance to pay.

### PERFORMANCE MANAGEMENT TOOLS

The Performance Planning and Evaluation Form, Multi Source Feedback Questionnaire materials and Significant Events Record are included in Appendix A.

All CCD Classified Staff are annually evaluated on the same evaluation form, which is designed for supervisors to complete a qualitative evaluation of employee performance. The Performance Planning and Evaluation Form includes core competencies that all CCD classified employees are evaluated on.

These competencies are consistent with the State Uniform Core Competencies. Each competency is defined on the evaluation form and performance standards for Meets Expectations, Exceeds Expectations and Meritorious ratings are set for each competency.

The evaluation form also includes identification of major job duties and performance/training goals, which are established during the planning process. Major job duties are consistent with the employee's Position Description Questionnaire and require performance standards to be established at the Meets Expectations, Exceeds Expectations and Meritorious rating levels. Performance/training goals are projected, performance improvement and/or training and development goals

consistent with College and department goals. Performance standards are established for each goal at the Meets Expectations, Exceeds Expectations and Meritorious rating levels.

The Multi Source Feedback Questionnaire (MSFQ) is designed to provide employees with co-worker/customer/subordinate feedback. Employees and supervisors agree at the beginning of the plan year on individuals that will be solicited at year-end for feedback. All subordinates are solicited for feedback on their supervisor. The MSFQ has eleven (11) categories that Classified Staff and supervisors elect seven to ten of to be rated on within a six point scale. All categories include a "not observed" rating option that is not factored into summary totals. Each employee's feedback responses are tabulated to produce individual summary reports. The summary reports are factored into the overall performance evaluation. To maintain confidentiality Human Resources coordinates the solicitation and collection of feedback.

The Significant Events Record is designed to record both positive and not so positive employee performance throughout the plan year. Employees and supervisors note significant employee performance events and keep the record on file to assist in completing the evaluation at year-end. Such record-keeping encourages a comprehensive approach to performance evaluation, by ensuring performance information is maintained throughout the plan period and providing a reference for supervisors to refer to at year-end.

#### ***PLAN RESPONSIBILITY***

Supervisors and employees jointly develop performance plans, with supervisors being responsible for finalizing performance plans in a timely manner. Supervisors are responsible for completing performance evaluations within the established time lines. Performance plans and/or evaluations not completed by the supervisor are the responsibility of the next-level supervisor and on up the chain of command until the plan and/or evaluation are completed. If an evaluation is not completed, then an overall evaluation rating shall be given as Meets Expectations, until the final evaluation is completed. Supervisors failing to finalize performance plans and/or performance evaluations are subject to ineligibility for performance awards and suspension. Supervisors are evaluated on how effectively they manage the performance of their employees.

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#### **COMMUNICATION AND TRAINING**

Supervisors are responsible for communicating CCD=S Performance Pay Program to their subordinates. On-going supervisory and employee performance management training has been conducted, when CCD began implementing performance management. General performance management training was conducted. Sessions focused on both the employees' and the supervisors' perspectives of performance management. Training for new supervisors will be included in a CCD supervisory training program currently being developed, which current supervisors will be encouraged to attend and new supervisors will be required to attend. Performance management on-line training will also be available to supervisors through CCD=s employee on-line learning program currently being developed. All new classified employees attend a one-hour session on performance management as part of CCD=S organizational orientation program. On-going training will be scheduled as needed.

#### ***IMPLEMENTATION***

Implementation of the program began with the development of 2001-2002 performance plans, with the first pay-outs under the program effective July 1, 2002.

#### ***PERFORMANCE CYCLE***

The performance evaluation period begins on April 1" of each year and end on March 31" of the following year. Completed evaluations are due in Human Resources by May 1" in order to allow time to complete the administrative process prior to July 1.

The performance evaluation process consists of three phases:

#### ***PERFORMANCE PLANNING***

Within the first month of the evaluation period the supervisor and employee meet to identify and document job duties, performance goals and performance expectations on the Performance Planning and Evaluation Form. Performance goals should be consistent with CCD=S annual operational plan and performance objectives. Teamwork may be incorporated into an employee's performance plan. The Multi Source Feedback Questionnaire Worksheet is also

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completed. Performance planning should be completed for new/transferred/promoted employees within one month of starting in a new position.

#### **PERFORMANCE MANAGEMENT**

The supervisor is expected to coach and counsel employees on achieving performance expectations and to provide ongoing performance feedback throughout the year. At least once during the evaluation period the supervisor and employee meet to discuss and document progress. Goals and expectations may be revised as appropriate. This meeting should occur mid-way through the evaluation period. Both the employee and supervisor sign in the appropriate area of the evaluation form to acknowledge having discussed performance progress.

#### **PERFORMANCE APPRAISAL**

At the end of the evaluation period the supervisor and next level supervisor complete the performance evaluation prior to reviewing with the employee. The Multi Source Feedback Report of Findings information is included in determining an overall evaluation rating. Each employee's evaluation rating is based on his/her actual performance.

Quotas or forced distribution processes are prohibited. The employee and supervisor meet to discuss the evaluation, Multi Source Feedback Report of Findings and overall rating. The employee signs the evaluation as an indication of having received and reviewed it. If the employee disagrees with the performance evaluation an explanation of his/her disagreement must be included.

An overall rating of Needs Improvement requires the employee and supervisor to develop a performance improvement plan. The performance improvement plan shall stipulate a time frame for evaluation follow-up. If performance is still unsatisfactory at the time of follow-up the employee is subject to a corrective action and subsequently a disciplinary action if performance continues to be unsatisfactory.

#### **PERFORMANCE RATINGS**

##### **Needs Improvement**

Performance falls short of the standards established for the job. Work may be of variable quantity and quality or may be consistently short of the mark. Goals are not consistently achieved.

##### **Meets Expectations**

Performance fully satisfies the requirements of the job. Quality and quantity of work meet requirements of the job. Goals and expected results are achieved.

##### **Exceeds Expectations**

Quality of work is better than established standards or expectations. Goals and expected results are exceeded.

##### **Meritorious**

The outstanding level is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment and any department's definition must reflect this concept. Performance surpasses the overall job requirements and expectations. Continuously performs in a manner consistent with the college's mission, strategic initiatives and operational objectives.

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#### **FUNDING AND DISTRIBUTION**

Classified employees' awards are annually budgeted through a "funding pool" established each year by CCD's President's Executive Staff. The total funding pool dollars are determined by computing the total anniversary awards which would be compensated to classified employees in the subsequent year. An employee's performance award is dependent upon the distribution of overall performance ratings of all classified employees and the employee's overall performance rating.

The distribution model is designed to award employee performance pay based on the supervisor's overall evaluation, while ensuring that the total employee awards based on a pool established using anniversary increases which would have been awarded. The model also ensures consistency in performance awards across classified employees.

CCD's President's Executive Staff will determine the type of award (base building, non-base building or a combination of both) that will be granted and will communicate this to employees prior to the awards being issued. The type of award will be the same for all classified employees who receive a performance award. In regards to base building of salaries for classified staff, considerations by the department should include, but is not limited to competitive market data, building

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of salaries for retirement in order to ensure retention and to comply with a minimum of the level of the salary schedule. In contrast, non-base building pay for classified staff should be considered by supervisors if the enrollment growth for the department is flat, recognition of staff who meet expectations or if the staff member is eligible to receive incentive pay.

Employees who receive a Needs Improvement overall evaluation rating are not eligible for an award. Employees who are below the salary range maximum in their classification and achieve an overall Meets Expectations, Exceeds Expectations, Meritorious rating, may receive a base building award up to the range maximum. Employees at or above the salary range maximum in their classification and achieve a Meritorious or above rating are only eligible for a non-base building award. Only employees who achieve a Meritorious rating may receive an award that results in a dollar amount above the salary range maximum. Employees at or above the salary range maximum in their classification and receive Needs Improvement are not eligible for any performance award. Maximum limits do not guarantee awards will be made at the maximum level, but rather regardless of performance, no employee will receive an award greater than the set performance award maximums. The maximum award for Meets Expectations will be less than the minimum award for Exceeds Expectations. The maximum award for Exceeds Expectations will be less than the minimum award for Meritorious. The State Personnel Director will annually set the maximum award for Meritorious.

Before final overall ratings are awarded to employees, the Executive Director of Human Resources will review the final performance evaluation forms for classified staff for consistency with the performance evaluation policy, the mission and the goals for the college and, before any allocations are made, for performance evaluation pay.

Performance awards are effective July 1<sup>st</sup> of each year and are a percentage of employees' base salary as of July 1<sup>st</sup>. Base building awards are paid out as an increase to Classified Staff base salary. Non-base building awards do not increase the base salary and are paid in a lump sum. Employees hired within the previous year are eligible for a performance award, however the award is prorated 1/12 for each month of service completed since the date of hire.

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## **DISPUTE RESOLUTION**

The State Personnel Director has jurisdiction for disputes related to performance evaluations not leading to corrective or disciplinary action. CCD will utilize the Community Colleges of Colorado common Pay for Performance Dispute Resolution Process as described in Appendix B. The dispute resolution process is designed to be open and impartial, while encouraging dialogue and communication to solve problems. Retaliation against any person in the dispute resolution process is prohibited. The process has an internal stage within CCD and an external stage at the Department of Personnel level. The Dispute Resolution process is annually distributed to Classified employees at the beginning of each program year.

The internal stage has both informal and formal levels for resolving pay for performance disputes. Employees are encouraged to informally resolve disputes at the lowest level. If an informal meeting between the employee and the supervisor fails to resolve an employee's concerns, then the employee submits a completed Dispute Resolution Form to CCD Human Resources. If the issue is disputable (as indicated on the Dispute Resolution Process handout), an informal mediation is held to assist the employee, supervisor and second-level supervisor in resolving the dispute.

A designated panel may review disputes that are not informally resolved. The panel is comprised of two (2) Classified Staff and one (1) exempt employee. A panel is created as needed by requesting the CCD Classified Advisory Committee and the CCD Pro/Tech Admin Council to provide volunteers to sit on a panel. The panel makes a recommendation to the Vice President of Administration, or classified appointing authority for a final decision. The State Personnel Director may review matters relating to the application of the College's program or full payment of an award.

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## **TRANSITION YEAR**

The process recommended by the Pay for Performance Executive Oversight Committee will be used to move all CCD Classified Staff to a common July 1 award pay date. This process is necessary as current budgeting for Classified Staff anniversary increases is based on the number of months employees are actually paid an increased salary. The process pro-rates the first year's awards based on each employee's current anniversary date. Employees not currently eligible for anniversary increases will be calculated on the month utilized when an anniversary increase was last received. The calculation for this pro-rating is as follows:

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Employees monthly base salary as of June 30, 2002 times award percentage times the number of months from anniversary month to the end of the fiscal year (next June 30th) = dollar amount of first year performance award. Dollar amount of first year performance award divided by twelve (12) = monthly performance award. Monthly performance award divided by employee's monthly base salary = first year performance award percentage.

Subsequent years' performance awards will not require this calculation, as all Classified Staff will have been moved to the common award pay date.

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#### **PROGRAM REVIEW**

CCD's Performance Pay Program will be reviewed on an annual basis. Each year a committee of Classified employees will consider difficulties encountered with the pay program and recommend revisions to CCD's President's Executive Staff. The CCD's President's Executive Staff will consider the recommended revisions as well as review the overall evaluation ratings distribution and performance pay allocations. Any program revisions will be finalized prior to the beginning of the next program year.

All reporting information required by the State Personnel Director will be provided within the required deadlines.

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**ATTACHMENT A:** Performance Planning and Evaluation Form

**ATTACHMENT B:** Community Colleges of Colorado

# ATTACHMENT A

## Performance Planning and Evaluation Form

The performance planning and evaluation system for CCC classified employees is a communication tool for the employee and supervisor. It is designed to promote better understanding between supervisors and employees about job responsibilities and performance expectations. It is also designed to reward excellence in job performance and directly link job performance to pay.

### EVALUATION PROCESS

#### **Planning Phase**

Within the first month of the evaluation period, the supervisor and employee meet to discuss the core work competencies and major job responsibilities, establish goals and agree on the importance of each to the overall evaluation. Major job responsibilities and goals should be documented in the appropriate sections along with performance expectations for each. Complete and return to Human Resources the attached Multi Source Feedback Questionnaire Worksheet following the Operating Guidelines April 1-April 30<sup>th</sup>. In the Multi Source Feedback section on page 5, indicate the weight the feedback will have on the overall performance evaluation rating. Complete the "Supervisor Planning Comments" section on page 5.

#### **Progress Review Phase**

At midyear or as often as deemed necessary, the supervisor and employee meet to discuss performance and to decide if goals need to be revised. The supervisor provides feedback to the employee on the accomplishment of established job responsibilities and goals. Complete the "Progress Review" section on page 5.

#### **Year-End Evaluation**

At the end of the evaluation period, the supervisor and next level supervisor complete and sign the performance evaluation form prior to reviewing with the employee. If any of the core work competencies, job duties or goals are rated "Needs Improvement" or "Meritorious" the supervisor shall support the rating with documentation for that individual factor. The supervisor and employee meet to discuss the Multi Source Feedback Report of Findings, the evaluation and overall rating. Attach the Report of Findings to the Evaluation Form. The employee signs on page 5 and makes comments as appropriate. If the employee is given an overall "Needs Improvement" rating, a Performance Improvement Plan shall be completed. If the employee disagrees with the year-end evaluation rating, he/she shall explain the disagreement in the "Employee Comments" section on page 5.

Supervisors shall evaluate each core work competency, job duty, and goal using the following rating levels:

#### **Needs Improvement:**

Performance falls short of the standards established for the job. Work may be of variable quantity and quality or may be consistently short of the mark. Goals are not consistently achieved.

#### **Meets Expectations:**

Performance fully satisfies the requirements of the job. Quality and quantity of work meet requirements of the job. Goals and expected results are achieved.

#### **Exceeds Expectations:**

Quality of work is better than established standards or expectations. Goals and expected results are exceeded.

#### **Meritorious:**

Performance surpasses the overall job requirements and expectations. Continuously performs in a manner consistent with the college's mission, strategic initiatives and operational objectives.

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# CORE WORK COMPETENCIES

During the Planning Phase, review Core Work Competencies and agree on the importance of each to the overall evaluation. Evaluate employee performance on each of the competencies listed below as part of the final evaluation. Comments are required for "Needs Improvement" or "Meritorious" ratings. Attach additional pages if needed.

## **INTERPERSONAL SKILLS**

Employee interacts effectively with others to establish and maintain smooth working relations.

### **Meets Expectations**

Treats others with respect. Well regarded by colleagues, can interact easily with a diverse workforce. Is courteous and acknowledges the contributions of others.

### **Exceeds Expectations**

Takes initiative to address concerns with other staff in a timely manner promoting understanding and cooperation. Contributes to and maintains a positive work environment through interactions with others.

### **Meritorious**

Builds trust and works with integrity. Accepts criticism, is open to new ideas, and handles conflict constructively and diplomatically. Promotes cooperation and teamwork. Takes initiative to improve working relationships and foster feelings of mutual respect with co-workers and customers.

## **COMMUNICATION**

Employee effectively communicates by actively listening and sharing relevant information with co-workers, supervisor(s) and customers so as to anticipate problems and ensure the effectiveness of the department.

### **Meets Expectations**

Communicates tactfully and listens to other perspectives. Assists others and is tolerant of interruptions. Responds to questions or concerns in a timely manner and shares pertinent information. Communication, verbal or written, is clear, concise and grammatically correct.

### **Exceeds Expectations**

Continually initiates channels of communication and fosters respect for others. Practices tact and diplomacy to defuse potentially confrontational situations. Ensures understanding of information exchange. Communication is appropriate to the audience, to the point and clearly addresses issues being discussed.

### **Meritorious**

Volunteers to assist others and responds promptly to inquiries. Pro-actively involves appropriate individuals in situations and shares knowledge that will assist others. Seeks to resolve conflicts with positive outcomes.

## **ACCOUNTABILITY**

Employee's work behaviors demonstrate responsible personal and professional conduct, which contribute to the overall goals and objectives of the department.

### **Meets Expectations**

Provides consistent, timely, high quality work. Meets assigned deadlines without additional prompting by supervisor or others. Conveys a positive and professional image of the agency to others.

### **Exceeds Expectations**

Adapts well to new situations, unusual demands, emergencies, or critical incidents. Considers department peak times when requesting leave and ensures responsibilities are covered during absences.

### **Meritorious**

Willingly takes on extra projects/duties while completing regular responsibilities. Seeks new and/or additional on-the-job training opportunities to obtain mastery over tasks, expand personal knowledge and add value to the work group.

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## **CUSTOMER SERVICE**

Employee works effectively with internal/external customers to satisfy service/product expectations.

### **Meets Expectations**

Is regularly courteous and prompt in dealing with customers in-person and/or on the phone. Provides accurate information to questions. Offers additional information when appropriate. Directs customers to proper resources and provides contact information.

### **Exceeds Expectations:**

Actively solicits information to anticipate customer needs and provides tactful service to all customers. Utilizes effective questioning to ensure clear understanding of requests. Ensures customer understanding of information given.

### **Meritorious:**

Consistently provides comprehensive information to questions and explores alternative solutions when appropriate. Promptly follows up on customer needs and ensures situations are resolved. Invites customer to return or call back if further assistance is needed.

## **JOB KNOWLEDGE**

Employee is skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner.

### **Meets Expectations**

Possesses appropriate expertise to perform job at a professional level. Uses knowledge in an effective and efficient manner.

### **Exceeds Expectations:**

Continuously seeks out new opportunities for learning to increase knowledge of relevant job skills and to develop oneself professionally. Applies new skills to the job in an effective way.

### **Meritorious:**

Shares knowledge and job skills by mentoring and training other staff members. Perceived as a subject matter expert.

## **MAJOR JOB DUTIES**

During the planning phase, identify major job duties. Responsibilities should relate to those duties listed on the current Position Description Questionnaire. Develop performance expectations for each job responsibility. Performance standards should be specific, attainable and measurable on the basis of quality, quantity, time frame, cost, etc. Comments are required for "Needs Improvement" or "Meritorious" ratings. Attach additional pages if needed.

### *Major Job Duty*

Meets Expectations:

Exceeds Expectations:

Meritorious:

### *Major Job Duty*

Meets Expectations:

Exceeds Expectations:

Meritorious:

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## PERFORMANCE AND TRAINING GOALS

During the Planning Phase, establish employee goals to be accomplished for the performance period. These may be project goals, performance improvement goals and/or training and development goals that relate to Department and College goals. These goals should be in addition to normal competencies and responsibilities. Develop performance expectations for each goal on the basis on quality, quantity, time-frame, cost etc. and at year-end evaluation, rate employee performance. Comments are required for "Needs Improvement" or "Meritorious" ratings. Attach additional pages if needed.

### *Goals*

Meets Expectations:

Exceeds Expectations:

Meritorious:

### *Goals*

Meets Expectations:

Exceeds Expectations:

Meritorious:

### *Goals*

Meets Expectations:

Exceeds Expectations:

Meritorious:

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Employee Signature

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Date

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Supervisor Signature

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Date

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**Supervisor Progress Review Comments (Mandatory):**

_____ Employee Signature	_____ Date	_____ Supervisor Signature	_____ Date
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Comments from Employee (Optional):

# Significant Events Record

Employee Name	Period: From	To
Significant Event	Date	Type of Event

Impact of Event:

Comments:

Significant Event	Date	Type of Event

Impact of Event:

Comments:

Significant Event	Date	Type of Event

Impact of Event:

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Comments:

## Classified Pay for Performance Award Distribution Model

Rating	Distribution	% Performance Award	Below Maximum	Above Maximum
Needs Improvement (NI)	No Performance Award	No Performance Award	No Performance Award	No Performance Award
Meets Expectations (ME)	60% of funding pool	ME funding pool distribution -- base salaries of employees receiving ME rating and above x 100 ME % increase PLUS EE funding pool	Award is added to base salary up to the pay range maximum	No Performance Award
Exceeds Expectations (EE)	30% of funding pool	distribution + base salaries of employees receiving EE rating and above x 100 EE % increase	Award is added to base salary up to the pay range maximum	No Performance Award
Meritorious (M)	10% of funding pool	PLUS M funding pool distribution - base salaries of employees receiving M rating x 100	Award is added to base salary up to the pay range maximum; eligible for non- base building above pay range maximum	Eligible for non-base building

# ATTACHMENT B

## Pay For Performance Dispute Resolution Process

Effective July 1, 2001

### Guidelines

- \$ Employees are provided the opportunity to have disputes regarding pay for performance resolved in a timely manner through an objective and impartial review process designed to preserve the working relationship.
- \$ The process is expedient and should conclude within 30 business days. However, by mutual agreement of the involved parties, the time line can be extended.
- \$ Issues that are disputable include:
  - ! The individual performance plan (***must dispute within 3 business days of conclusion of the planning phase***) or lack thereof
  - ! The individual final performance evaluation or lack thereof
  - ! Non-compliance with the College's program as it relates to the individual employee's performance plan or final evaluation
  - ! Partial or non-payment of an award
- \$ Issues that are NOT disputable:
  - ! The amount of the award
  - ! The breakdown of the award, including whether it is base/non-base building or the ' split between the two
  - ! Performance evaluations or awards of other employees
  - ! The distribution model
  - ! The college's program
- \$ Only issues originally presented in writing shall be considered throughout the review process.
- \$ No party has an absolute right to legal representation, but may have an advisor present. The parties are expected to represent and speak for themselves.
- \$ Retaliation against any person in the dispute resolution process is prohibited.
- \$ This Dispute Resolution process will be annually distributed to Classified employees at the beginning of each plan year. This distribution includes the name and position of the college's appointing authority.

### Informal - Discussion

- \$ The employee is required to discuss the dispute with the supervisor within three (3) business days of a disputable action.
  - \$ If, following the initial meeting with the supervisor, the employee believes the dispute has not been resolved, the employee must contact the Human Resource Office to obtain a Dispute Resolution form. The employee must complete the form stating the reason for the dispute and submit it to the Human Resource Office within five (5) business days of the meeting with the supervisor. Human Resources determines if the issue is disputable. (See 43 above.) If the issue is not disputable, Human Resources notifies the employee.
  - \$ If the issue is disputable, Human Resources provides a copy of the Dispute Resolution Form to both the immediate supervisor and the second-level supervisor.
  - \$ Within five (5) business days of the receipt of the Dispute Resolution Form, Human Resources, or other resource available to the College/System (State Mediation Services, Internal or Other Qualified Personnel), facilitates a mediation meeting with the Employee, Supervisor and Second-Level Supervisor. The mediator attempts to assist the parties in reaching a mutually satisfactory resolution to the issues in dispute.
  - \$ If a resolution is not reached, the employee has the option to request a review through the formal process.
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### **Formal - Panel Review**

- § The employee must submit, in writing, a request for the panel review within five (5) business days of the final conclusion of the informal process.
- § The Human Resource Office convenes a panel within five (5) business days of the receipt of a request for a panel review. A panel of three (3) peers, to include two (2) Classified employees and one (1) Exempt employee, reviews the documentation and forwards a written recommendation to the College/System President.
- § Each College/System has a method for choosing and convening the peer panel.
- § The scope of authority of those individuals making final decisions throughout the pay for performance dispute resolution process is limited to reviewing the facts surrounding the current action, within the limits of the agency's performance management program. These individuals shall not substitute their judgment for that of the rater(s) or for the internal decision makers in the agency if an issue is being reviewed externally. Further, these individuals shall not render a decision that would alter the college's performance pay program.
- § The Appointing Authority or his/her designee, shall consider the recommendation of the panel and render a final, written decision within five (5) business days.
- § The Appointing Authority or his/her designee has the authority to instruct a rater(s) to:
  1. Follow the College's performance pay program;
  2. Correct an error;
  3. Reconsider an individual performance evaluation or plan, or;
  4. Suggest other appropriate processes.

### **External Review**

- § After the conclusion of the internal review process, employees will be given written notice that they may submit a written request for review by the State Personnel Director, 1120 Lincoln, Suite 1420, Denver, Colorado 80203, only for disputes concerning application of the college's program as it relates to the individual employee's performance plan or final evaluation or full payment of an award.
  - § The request for review must be made within five (5) working days of the employee's receipt of the college's final decision and must include a copy of original issues and the final decision. A copy of the request for review must be presented to the person who makes the college's final decision.
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Date Request Submitted to Human Resource Office:  
Received By:

## Community Colleges of Colorado

### PAY FOR PERFORMANCE DISPUTE RESOLUTION FORM

This form must be completed and returned to the Human Resource Office within five (5) days of the initial meeting with the Supervisor concerning the issue in dispute.

Name	SSN	_____
Department	Work Phone	_____
Work Address		_____
E-mail	FAX	_____

**REASON FOR REQUEST:** (Please check the issue which is in dispute)

F1 **Individual Performance Plan or Lack Thereof**

Attach a copy of the performance plan (if available) and a brief statement of the facts.

FI **Individual Performance Evaluation**

Attach a copy of the performance plan, the rating, and a brief statement of the issues and supporting facts.

F-1 **Non-compliance With the College's Program**

Attach a copy of the performance plan and/or rating and a brief statement of the program, policy or process that was misapplied. Include any supporting facts.

EI **Non-Payment of an Award**

Attach a copy of the notice of award, record of payments and a brief statement of explanation and supporting facts.

**What is your desired outcome?**

Employee Signature

Date

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# **Community Colleges of Colorado**

## **Community College of Denver/ Classified Compensation Plan**

Community College of Denver is committed to the mission of developing and supporting life-long learners. All employees are evaluated on their contributions to the College's mission. The CCD Classified Compensation Plan sets the parameters for determining individual compensation. Pay is linked to performance through an annual performance evaluation process. Annual Pay for Performance awards are provided for all classified employees who perform at the Meets Expectation level with higher increases for those who perform above the Meets Expectation level.

### ***NEW HIRE PLACEMENT***

The supervisor determines the appropriate pay based on the candidate's qualifications. The supervisor may hire a candidate at a salary between the minimum of the assigned salary range for the classification and 10% above minimum, after reviewing with Human Resources. Salary offers exceeding 10% of minimum up to the maximum of the assigned salary range require CCD's President's Executive Staff approval.

### ***REINSTATEMENTS***

Same as new hire placement.

### ***LATERAL TRANSFERS***

The supervisor may approve a lateral transfer and continue the employee's current base pay or offer him/her a lower salary than what the employee currently makes. Salary offers for lateral transfers exceeding the employee's current base pay require CCD's President's Executive Staff approval.

### ***UPGRADE OR PROMOTION***

The supervisor determines the appropriate pay based on the candidate's qualifications. The supervisor may offer a salary between the minimum of the assigned salary range for the classification and 10% of minimum (or a 10% salary increase up to maximum, if currently above minimum), after reviewing with Human Resources. Promotional/ upgrade salary offers exceeding 10% of minimum or 10% of current salary, when an employee is already above minimum, require CCD's President's Staff approval.

### ***VOLUNTARY DOWNGRADE***

The supervisor may offer an employee that is voluntarily seeking a lower classification a salary that is lower than their current base pay or a salary that does not exceed their current pay, after reviewing with Human Resources. The salary may not exceed the maximum of the position's assigned salary range.

### ***DISCIPLINARY DOWNGRADE***

The supervisor may offer an employee who is moving into a lower classification as a disciplinary action, a salary that is lower than their current base pay and below the maximum of the assigned salary range, after reviewing with Human Resources.

### ***SALARY SURVEY***

The State's classified employee pay structure is annually adjusted by the Colorado Department of Personnel/General Support Services based on recommendations that are made from market movement data presented to the Department in published third-party surveys. For each surveyed job, the Department calculates the difference from two consecutive years of third party survey data. The weighted average of percentage changes calculated for each job classification becomes the market pay structure adjustment recommendation. The Department of Personnel/General Support Services recommendation may suggest an increase or a decrease for each job classification.

### ***PAY FOR PERFORMANCE***

Pay for Performance awards will be consistent with CCD=S Classified Performance Pay Program. The award distribution model is outlined below:

#### **Meets Expectations**

Performance Award of 60% of available funds divided among classified employees who achieve Meets Expectations or higher.

#### **Exceeds Expectations**

Additional Performance Award of 30% of available funds divided among all classified employees who achieve Exceeds Expectations or higher.

#### **Meritorious**

Additional Performance Award of 10% of available funds divided , among all classified employees who achieve Meritorious.

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**Needs Improvement**  
No Performance Award.

Refer to the CCD=S Classified Performance Pay Program document for details of the program.

